BC ASSESSMENT

2005–2007 SERVICE PLAN

LETTER OF TRANSMITTAL

February 15, 2005

The Honourable George Abbott
Minister of Sustainable Resource Management
Legislative Buildings
Victoria, British Columbia V8V 1X4

Dear Minister:

On behalf of BC Assessment, we have the pleasure to submit our 2005–2007 Service Plan.

This plan fulfills our obligation under the *Budget Transparency and Accountability Act* to provide a service plan with performance measures.

Bill Baird
VICE CHAIR
BOARD OF DIRECTORS

Doug Rundell
CHIEF EXECUTIVE OFFICER
ASSESSMENT COMMISSIONER

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MESSAGE FROM THE BOARD VICE CHAIR TO THE MINISTER RESPONSIBLE

February 15, 2005

The Honourable George Abbott
Minister of Sustainable Resource Management
Government of British Columbia

Dear Minister:

On behalf of the Board of Directors, management and employees, I am pleased to present BC Assessment's 2005–2007 Service Plan.

BC Assessment is a provincial Crown corporation, established in 1974, that estimates the market value of 1.7 million properties in British Columbia through a fair, uniform and equitable system. Our core business is the production of the annual assessment roll which provides the basis for generating over $4.6 billion in tax revenue for local services and schools.

We take the quality of our main product very seriously and consistently exceed international standards. Less than two percent of property owners complained about their property assessments in the last five consecutive years – a record of which we are proud.

Recent successes at BC Assessment include valuing over 30,000 more properties last year, finishing the year favourable to budget, and the inclusion of nearly $13.1 billion of new construction and development in the 2005 Assessment Roll. These accomplishments were achieved during a very active real estate market and a building boom in many areas of the province which appears as though it will continue for the foreseeable future. BC Assessment's average cost per parcel has shown a general decline since 1990.

BC Assessment is now in its fourth year of implementing the strategic direction from the Core Services Review. Through this process, we have developed this Service Plan for 2005–2007 which supports the government's vision, core values and goals.

Bill Baird
VICE CHAIR
BOARD OF DIRECTORS

105-03349/

ACCOUNTABILITY STATEMENT

The 2005–2007 BC Assessment Service Plan was prepared under our direction in accordance with the *Budget Transparency and Accountability Act*. We are accountable for the contents of the plan, including the selection of performance measures and targets.

The plan is consistent with government's strategic priorities and overall Strategic Plan. All significant assumptions, policy decisions, and identified risks as of December 31, 2004 have been considered in preparing the plan.

We are accountable for ensuring that BC Assessment achieves its specific objectives identified in the plan and for measuring and reporting actual performance.

Bill Baird
VICE CHAIR
BOARD OF DIRECTORS

Doug Rundell
CHIEF EXECUTIVE OFFICER
ASSESSMENT COMMISSIONER

OVERVIEW OF THE ORGANIZATION

BC Assessment is a provincial Crown corporation established in 1974 with the mandate to produce and maintain assessments that are uniform throughout the whole of British Columbia. The Board of Directors provides policy direction and performance review, while valuation and operational matters are the responsibility of the Chief Executive Officer and Assessment Commissioner.

BC Assessment's responsibilities are set out in two acts: the *Assessment Authority Act* and the *Assessment Act*. The *Assessment Authority Act* establishes BC Assessment as a corporation. This *Act* also provides for the appointment of a Board of Directors, Assessment Commissioner, and the funding of BC Assessment by annual property tax levies. The *Assessment Act* establishes the rules under which assessment rolls must be created. This *Act* also sets out the appeal process.. The Minister of Sustainable Resource Management is charged with the administration of these *Acts*.

BC Assessment's core function is to establish and maintain uniform real property assessments throughout the province, using current market data as a guide. BC Assessment must also classify all real property according to use, produce the annual assessment roll and send assessment notices to each person named in the assessment roll. The assessment roll contains the actual value (estimated market value) of the land and improvements as well as the use classification and taxability of 1.7 million properties. For some properties the assessment roll contains values determined in accordance with prescribed rates and manuals approved by the Assessment Commissioner and regulations.

Examples include farm land and major industrial property manuals.

A critical element of the system is that BC Assessment operates *independently* of all levels of government that levy property taxes.

BC Assessment currently employs 558 staff in 21 offices throughout British Columbia. The organization currently consists of 19 assessment areas with assessment offices located throughout the province, a central market office located in Burnaby, and a head office in Victoria containing the following divisions to support the assessment offices: Assessment Administration; Policy, Audit and Legal Services; Corporate Services; and Community Relations.

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

BC Assessment is a publicly-funded corporation constituted under the *Assessment Authority Act* and governed by a Board of Directors. The Board of Directors of BC Assessment provides policy direction and performance review, and the Chief Executive Officer and Assessment Commissioner has responsibilities for valuation and operational matters.

Members of the Board are:

Bill Baird – Greenwood, Vice Chair

David Clark – Duncan

Carol Kerfoot – Vancouver

Chris Nicolls – Vancouver

Helen Sparkes – New Westminster

Lillian White – Delta

Board Committees engage in regular and detailed review of policies, issues, and corporate finances and make recommendations to the Board, where decisions are made.

The Board Committees are:

The Policy, Planning and Service Audit Committee

- This committee is a standing Committee of the Board of Directors which deals with all matters pertaining to the Performance Plan, the service audit, and inter-governmental and community policies.
- The members of this Committee are: Bill Baird (Vice Chair), Carol Kerfoot, and Helen Sparkes.

The Human Resources and Education Committee

- This committee is a standing Committee of the Board of Directors which deals with all matters of human resources, training, and education. The Committee also acts as a reference group during negotiations regarding the collective agreement.
- The members of this Committee are: Helen Sparkes (Chair), Chris Nicolls, and Bill Baird.

The Audit and Finance Committee

- This committee is a standing Committee of the Board of Directors which deals with all matters relating to financial policies and the annual budget.
- The members of this Committee are: Chris Nicolls (Chair), Lillian White, David Clark, and Bill Baird.

The Governance Committee

- This committee is a standing Committee of the Board of Directors which reviews, monitors, and reports on Board effectiveness and deals with all matters relating to governance.
- The members of this Committee are: Carol Kerfoot (Chair), David Clark, Lillian White, and Bill Baird.

BC Assessment Board of Directors has adopted the guiding principles included in the provincial government's Governance Framework which provide an understanding of the roles and responsibilities for all parties that are part of the Crown corporation governance environment:

- Stewardship, Leadership and Effective Functioning of the Board
- Clarity of Roles and Responsibilities
- Openness, Trust and Transparency
- Service and Corporate Citizenship
- Accountability and Performance
- Value, Innovation and Continuous Improvement

These principles underlie good corporate governance and form the foundation for the development of a sound governance structure.

PRODUCTS AND SERVICES

BC Assessment's products and services are relied upon by British Columbia's citizens, their provincial, municipal, and regional governments, and other public bodies that generate real property tax revenue, including improvement districts, hospital boards, schools, and BC Transit. Property assessments form the basis of distributing property tax for 1,663 different taxing jurisdictions in British Columbia.

The assessment rolls provide an independent, fair and equitable tax base from which local governments and the provincial government raise $4.6 billion annually in property taxes. Of this money, $2.5 billion is collected for local government and $2.1 billion is collected for schools and provincial general revenue. Property tax provides between 40 and 60 percent of funding for local governments and approximately 30 percent of funding for schools.

BC Assessment is funded through property tax levies. Each year, BC Assessment levies a tax upon all taxable property in the province (except for some exemptions). The 2005 revenue forecast has tax levies, payments in lieu of taxes, and contract income from First Nations generating $64.1 million. Each year, property owners have the opportunity to file a complaint regarding their property assessment at the first level of appeal - a Property Assessment Review Panel - provided they have applied in writing by January 31. BC Assessment funds the costs of the appeal process through the Ministry of Sustainable Resource Management. A second level of appeal is available through the Property Assessment Appeal Board. Further appeals are through the judicial process.

BC Assessment does not receive any operating grants or monies from any level of government. The corporation also sells some property information products and services to earn additional revenue.

Annual Assessment Rolls

The assessment rolls contain the legal description, ownership, assessed value, use classification, and other details for every property in British Columbia. There are four types of rolls:

- **The Completed Roll:** this is completed by BC Assessment and approved by the Assessment Commissioner in December of each year for taxation in the following year;
- **The Revised Roll:** this includes amendments made by the Assessor and the Property Assessment Review Panels during February and March;
- **The Supplementary Rolls:** these contain changes and corrections to the Revised Roll, and are issued between April and December; and
- **The Grant Rolls:** these contain the assessed value of properties that are exempt from property taxation, such as government properties, schools, and hospitals. They are produced annually and provided to exempt property owners and municipalities, and provide a foundation for grants in lieu of property taxes.

Assessment Notices

BC Assessment provides each real property owner with a notice of assessed value of land and improvements. By December 31 of each year, 1.7 million assessment notices are sent by mail. All property owners have the option of receiving their notice electronically through *epost*™.

For the majority of properties, the assessment is the estimation of a property's market value as of July 1 each year. This means that assessment notices mailed in December of each year reflect the value six months earlier.

Community and Social Initiatives

BC Assessment supports many partnership projects that add value to services that create a strong economy and support communities throughout British Columbia. The Integrated Cadastral Information Society (ICIS) was created as a non-profit organization to create a single source for all provincial mapping data from both government and private sector sources. As a member of the Society, BC Assessment provides staff expertise and data that will enable all partners to share resources more efficiently.

BC Assessment is also a founding sponsor of CivicInfo BC, a web site portal designed to help BC local governments to share information and services online. The corporation also works closely with various local government associations such as the Union of British Columbia Municipalities (UBCM) and the Local Government Management Association (LGMA) to address assessment-related issues and provide information that helps taxing authorities create a stable tax base to support many local programs and services.

Assessment data is also provided to the public and private sectors through strategic business partnerships with BC OnLine and other data agents in the private sector. BC Assessment strives to create beneficial partnerships with other provincial government agencies to improve services and save money for taxpayers. Examples include sharing information technology infrastructure services, and being partners in government-wide initiatives such as the Integrated Registry Project being led by the Ministry of Sustainable Resource Management.

BC Assessment's work culture also promotes personal commitments to giving and helping others through charitable and social causes. The staff regularly participates in activities at the workplace throughout the province to help support others in their communities.

First Nations Assessment Rolls

BC Assessment provides assessment rolls on a contract basis to 49 of the 51 First Nations that have authority to establish independent real property taxation systems.

Statutory Reports

These reports provide value summaries for specific taxation purposes, such as funding for school districts, regional districts, local areas, and hospital and transit services.

Commercial Products and Services

BC Assessment provides several products and services available for a fee. These include access through BC OnLine to the published assessment roll, provision of bulk electronic assessment rolls, sales data and residential inventory data, custom reports, and professional consulting services. Sales of these services are forecast to reduce our levy on property owners by $3.5 million in 2005.

Communications

Improving communication is an important key to the relationship between BC Assessment and our stakeholders, as well as an important operational issue between offices and departments. BC Assessment provides information to the public through the internet by a home web page (www.bcassessment.bc.ca); by support for CivicInfo BC (www.civicinfo.bc.ca), which is a comprehensive local government information sharing site; through inclusion of assessment information on BC OnLine (www.bconline.gov.bc.ca); Assessment Link*BC* through various publications and reports; and through direct communication with staff at assessment offices. Information on property assessments can be provided in several languages on request at all the area offices throughout the province.

REVIEW PROCESS

BC Assessment advances the broad public interest by ensuring that the assessment roll accurately represents values and therefore provides an equitable basis for property taxation. Fairness is a hallmark for BC Assessment employees in their service to the community.

Property owners who question the accuracy or fairness of their assessment often resolve these issues by meeting with staff at BC Assessment's local offices. If issues are not resolved, property owners may seek a review by independent tribunals. The first level of appeal is to the Property Assessment Review Panel (PARP).[1] The second level of appeal is to the Property Assessment Appeal Board (PAAB).[2] These appeal tribunals, which are administered by the Ministry of Sustainable Resource Management, are independent of BC Assessment and the taxing jurisdictions. Higher courts hear appeals based on matters of law.

BC Assessment remits to government the cost of operating the Property Assessment Review Panel and the Property Assessment Appeal Board.

[1] Further information on PARP can be obtained at the Ministry of Sustainable Resource Management website at: http://srmwww.gov.bc.ca

[2] Further information on PAAB can be obtained at the Property Assessment Appeal Board website at: http://www.assessmentappeal.bc.ca

VISION

We will be the leading property assessment organization internationally and the first choice for property information in British Columbia.

MISSION

We produce uniform property assessments that form the basis for local and provincial taxation while providing information to assist people when making real estate decisions.

VALUES

We are guided by our commitment to:

- **Quality** in our products, services, and work life;
- **Accountability** for our actions and results;
- **Service** that is responsive and sensitive; and
- **Teamwork** in working together as one team and partnering with our clients.

PLANNING CONTEXT AND KEY STRATEGIC ISSUES

The following discussion gives an overview of the external and internal strategic issues facing BC Assessment. In addition, there are risks and opportunities related to these strategic issues. These strategic issues must be considered in light of capacity, the ability of BC Assessment to achieve its goals with its current funding, staff, and infrastructure.

EXTERNAL BUSINESS ENVIRONMENT

Events in British Columbia, and in the larger context of the world, have a direct impact on the operations of BC Assessment. The real estate market has historically been cyclical in nature and these highs and lows in the market directly effect BC Assessment. In addition, other factors that will impact the operations of BC Assessment are described as follows.

Changing Stakeholder Expectations

BC Assessment's stakeholders are continually increasing their expectations for products, services, and assessment roll quality. Local governments, taxpayers, and commercial stakeholders are placing higher demands on the assessment roll with regard to uniformity, consistency, and accuracy. The provincial government has increasing expectations and requirements of Crown corporations. For BC Assessment, these include reporting its financial responsibilities, overview of strategic planning and performance monitoring and making these documents available to the public, and advancement of broader social, environmental, and economic development objectives. In meeting these expectations, BC Assessment must maintain the independence of the assessment function.

Financial Constraints

Given the fact that BC Assessment is reliant on property tax levies for the largest part of its revenues, BC Assessment is subject to fiscal constraints and must become increasingly more efficient and cost-effective in its operation. The number of properties that must be assessed annually will continue to grow. In spite of the minimal cost to taxpayers, BC Assessment is committed to reducing its reliance on taxpayers through implementing cost-effective operations and creative and effective marketing initiatives.

Marketing

Through the sale of assessment information products and services, BC Assessment will seek to reduce its reliance on taxation revenues. It is increasingly important that BC Assessment ensures that it is providing client-driven products and services that benefit all its clients and the taxpayers of BC. BC Assessment is working with representatives of its client groups to address issues such as improving data quality, timeliness, and enhancing access to data. BC Assessment will continue to develop and promote the use of Assessment Link*BC* to local governments throughout BC. One significant enhancement planned for Assessment Link*BC* will be the availability of non-market change reports for local government. These reports generate data which are critical in their budgeting process.

First Nations Issues

First Nations of British Columbia are assuming property taxation responsibilities traditionally provided by the provincial and local governments. As property taxation becomes increasingly important, opportunities will be created for BC Assessment to strengthen and expand its relations with First Nations. Services that can be provided include consultation, assessment, and related products.

INTERNAL BUSINESS ENVIRONMENT

While external events in British Columbia have a direct impact on the operations of BC Assessment, there are internal issues facing the corporation that need to be addressed and managed. The following internal issues that will impact the operations of BC Assessment are described as follows.

Technology

Technological change is continuing to impact the assessment field. It is creating opportunities for greater efficiency as well as challenges in terms of capital costs and staff training. Our current legacy information system is not flexible enough to meet the current and future operational and marketing needs. An Information Systems Plan has guided the corporation through the past three years as it prepares for the transition to a new system. In 2005, BC Assessment will launch value*BC* (to replace outdated mainframe technology in place since the 1970s) that will produce the annual Assessment Roll for 2006. Its state-of-the-art database and search capabilities will enable staff to serve clients faster and more efficiently, with improved electronic linkages to other tools such as Geographic Information Systems (GIS) and government databases (e.g., Land Titles). With the goal to promote more interaction with customers, the system will feature services such as Assessment Link*BC*, a data mart for use by local governments to download and customize information specifically for their needs. Through Enterprise-wide Risk Management that identifies potential risks and provides effective solutions, BC Assessment will ensure that there is no interruption in service with the implementation of value*BC*. The corporation is also improving its web site technologies and telecommunications to meet increasing public demand to obtain information through online channels such as the Internet or through toll-free telephone service. As part of the corporation's overall Information Systems Plan and training plan, the staff of BC Assessment will

continue to upgrade their skills using technology to support their work and improve customer service.

Demographics and Succession Planning

The population demographics for British Columbia indicate an aging population. This is reflected in the workforce of BC Assessment and over the next five years approximately 20 percent of staff will be eligible to retire. The projected number of possible retirements creates several important challenges and opportunities and highlights the need for the ongoing succession program.

Changing Staff Expectations

In today's workplace, employees expect meaningful work, positive leadership, and growth in learning. BC Assessment continues to address these expectations through progressive human resources initiatives while maintaining a high and consistent level of service to our clients.

Training and Staff Development

The changing expectations of our stakeholders require staff training that is high in quality, provides mentoring and support, is timely, and is effective. The training plan provides the direction for current and future training needs at BC Assessment. BC Assessment will promote leadership in staff development to fulfill its current and future training needs.

Managing Change

Change is the norm in today's world. BC Assessment is addressing change, both internally and externally, through leadership in strategic direction as presented through BC Assessment's 2005-2007 Service Plan and includes objectives and strategies under the following six key goals: Product Quality and Uniformity; Customer Service and Community Relations; Fiscal Responsibility; Human Resources Leadership; Legislation and Regulations; and Board Governance. Major initiatives for these goals include planning and implementing

the new valueBC assessment information system, implementing innovative and efficient valuation methodologies, implementing Continuous Improvement Measures, providing succession planning and implementation, creating educational programs, and reviewing and implementing valuation policy. BC Assessment will also manage change with our external stakeholders through partnerships with local governments and clients.

Community Relations

Increasingly, BC Assessment will need to be competitively-minded and flexible in order to develop more partnership opportunities in today's market. BC Assessment will continue its support to local governments and the communities that they support. BC Assessment regularly attends and sponsors conferences and events that promote industry and government networking, both in British Columbia and internationally. As part of its mandate to deliver the most effective assessment services available, BC Assessment staff are continually upgrading their skills and knowledge by participating in professional and industry organizations. BC Assessment is committed to working closely with its wide range of customers – from First Nations to the private sector – to constantly improve on the quality of service it provides. Regular communications and two-way dialogue with clients is an important part of BC Assessment's efforts to build on its reputation as a trusted source for high quality property assessment information.

Information Transparency

Our stakeholders must have confidence in the products and services that we provide. Access to information is an important key to the relationship between BC Assessment and our clients, as well as an important operational issue between offices and divisions. BC Assessment is committed to providing quality information to our stakeholders. Online Internet services are expanding to provide the public with more access to BC Assessment's data products and

services on a 24-hour per day basis. BC Assessment's new information system, value*BC*, will drive much of the data for use by clients in the future. Specific audiences such as local governments will be able to access information through online systems such as Assessment Link*BC*. The general public has access to BC Assessment's web site 24 hours a day, and each year from January to March residential property assessments (by address) are posted on the web site. This service allows homeowners to audit BC Assessment's work by comparing their property assessment to their neighbours and similar properties. BC Assessment also posts a variety of reports on its website. The Shareholder's Letter of Expectations is published on the government website so the public can view the strategic plans and agreements between Government, the Board, and BC Assessment. BC Assessment also operates under the *Freedom of Information and Privacy Protection Act* to ensure high standards of information exchange and protection for our clients.

Benchmarking

BC Assessment benchmarks internal valuation processes and practices against selected North American assessment jurisdictions. The results from this benchmarking process allow BC Assessment to continuously improve operating efficiency and control assessment costs, while providing local governments and the provincial government with $4.6 billion annually in property taxes. The Consumer Price Index adjusted cost per property for assessment in British Columbia has been decreasing since 1977, and compares favourably with other jurisdictions that provide a comparable level of service in a similar environment.

BC Assessment has been working closely with a number of Canadian Assessment jurisdictions since 2002 to share information on virtually all aspects of running a successful assessment organization in Canada. Our partners include the Municipal Property Assessment Corporation (MPAC) in Ontario, Service New Brunswick, the Saskatchewan Assessment Management Agency,

the Municipal Assessment Agency in Newfoundland, Service Nova Scotia, and the assessment departments in the cities of Saskatoon, Regina, Winnipeg, Calgary, and Edmonton. This list continues to grow.

We continue to review the information we have collected from our partners to assist us in implementing improvements within our organization. These include, but are not limited to: appraisal practice and policy, quality measurement, audit techniques, staff training and development opportunities, performance measurement, competencies for staff, and our legislative framework.

Enterprise-wide Risk Management

BC Assessment has adopted the provincial government's Enterprise-wide Risk Management strategy. Through input from the Risk Management Branch and the Office of the Comptroller General Internal Audit and Advisory Services, BC Assessment started to implement Enterprise-wide Risk Management in 2003 and will continue this implementation. This will allow BC Assessment to have a structured and disciplined approach to risk management and allow the effective management of potential opportunities. This initiative aligns strategy, processes, people, and technology to effectively manage the uncertainties faced by BC Assessment.

BC Assessment's stakeholders are continually increasing their expectations for products, services, and assessment roll quality. As a result, BC Assessment executive and staff routinely identify risk in project-specific management plans. In order to be complete, our project management plans must identify risk, determine the degree of risk, and develop methods to mitigate risk. Examples of where BC Assessment has proactively identified future risks include:

- The Human Resources Division has prepared detailed plans to forecast staff turnover based on the increasing number of retirees amongst our mature workforce.

- The Community Relations Division continually manages risks associated with public information campaigns, media issues and other communications initiatives to help ensure information is portrayed fairly, accurately and in a timely manner to the media and our stakeholders.
- The Information Services Division developed a detailed project management plan for the multi-year Information Systems Plan that included a comprehensive mitigation section that clearly defines the project schedule, general themes for improvement, key assumptions, costs and resources.
- The Executive Management Team developed guidelines to delegate authority in the absence of the Chief Executive Officer and/or Executive Directors to ensure BC Assessment's operations will be maintained with minimal disruption.

Capacity

BC Assessment produces Assessment Rolls by the December 31 deadline and favourable to budget while facing the following capacity challenges:

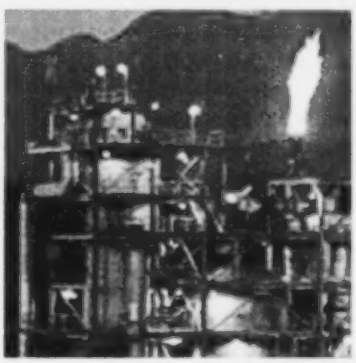
- valuing approximately 20,000 more properties each year and recording all new construction and development;
- a reduction in full time regular employees by 20 percent in 2002, including a loss of many of our most experienced staff through early retirement;
- anticipated loss of key staff with specialized knowledge through retirement;
- increased scrutiny of assessments as property taxes form a greater portion of owners' expenses;
- development and initial implementation of the new information systems with no change to staff complement; and
- a volatile real estate market.

BC Assessment will respond to these challenges through:

- leadership and strategic planning at the board, executive, and local office levels;
- a rigorous project management approach;
- enterprise-wide risk management;
- utilization of seasonal temporary employees;
- a professional, motivated, and team-oriented workforce;
- partnerships with all levels of government, stakeholders, and clients;
- innovative and efficient valuation methodologies; and
- advanced technical capabilities through the new value*BC* assessment information system.

GOALS, OBJECTIVES, PERFORMANCE MEASURES, AND TARGETS

To fulfill our mandate and to reach our vision, BC Assessment has established six key goals: Product Quality and Uniformity, Customer Service and Community Relations, Fiscal Responsibility, Human Resources Leadership, Legislation and Regulations, and Board Governance. The last two goals are new for this Service Plan and emphasize the importance of a review of legislation and regulations and good board governance practices.



For each goal, BC Assessment has established objectives and strategies from 2005 through the year 2007. Over this time frame, BC Assessment will consider what is working, what is not, and where limited resources can be utilized in the most relevant and effective manner. This requires a focus on results. Performance Measures have therefore been established to track progress.

GOAL

1. PRODUCT QUALITY AND UNIFORMITY

Property Assessment Services will be of the highest quality and uniform throughout the province.

OBJECTIVES

1.1 BC Assessment will provide significant opportunities for sustaining service delivery ensuring our products will be of the highest quality and uniform throughout the province.

STRATEGIES

1.a By December 31 of each year, a new assessment roll will be completed for every municipality and rural area in the province.

1.b By December 31 of each year, a notice of assessment will be delivered to every person named in the assessment roll.

1.c BC Assessment will implement enhanced measurement programs to ensure the common application of statutes, policies, business rules, and best practices throughout the province.

PERFORMANCE MEASURES		TARGETS			
		Baseline/Current Year (Benchmark)	2005	2006	2007
PM.1*	The median *Assessment-to-Sales Ratio* for the residential assessment roll in British Columbia will be 97 percent.	96.67%	97%	97%	97%
PM.2*	The median *Assessment-to-Sales Ratio* for the non-residential assessment roll in British Columbia will be 95 to 97 percent.	Multi-Family 96.38% Strata Rental 98.44% Stores 95.37% Office Buildings 95.29% Other Commercial 95.94%	95% – 97%	95% – 97%	95% – 97%
PM.3*	The *Coefficient of Dispersion* for the provincial assessment roll will be less than 10 percent for homogeneous residential regions and less than 15 percent for heterogeneous residential regions.	Homogeneous 6.98% Heterogeneous 9.11%	Less than 10% Less than 15%	Less than 10% Less than 15%	Less than 10% Less than 15%
PM.4*	The *Coefficient of Dispersion* for the provincial assessment roll will be less than 20 percent for non-residential properties.	Multi-Family 11.39% Strata Rental 15.85% Stores 9.32% Office Buildings 11.50% Other Commercial 9.49%	Less than 20%	Less than 20%	Less than 20%
PM.5*	The *Price-Related Differential* will be between 0.98 and 1.03 for residential properties.	1.011%	0.98% – 1.03%	0.98% – 1.03%	0.98% – 1.03%
PM.6	Canada Post Standards to achieve maximum reduction in postal rates will be met.	96.39%	95%	95%	95%

* See Appendix A and B for a complete description of these performance measures and the 2005 completed roll results.

GOAL

2. CUSTOMER SERVICE AND COMMUNITY RELATIONS

We will provide a level of service that meets our customers' expectations and helps strengthen the communities we serve.

OBJECTIVES

2.1 BC Assessment will enhance links and partnerships leading to greater efficiencies.

2.2 BC Assessment will satisfy our customers' needs by providing greater electronic access to data, sharing data with partners, and enhancing the analysis of data.

STRATEGIES

2.a Each year, every complaint to the Property Assessment Review Panel will be investigated and presented for consideration before March 16 and decisions delivered to property owners before April 7.

2.b By January 1 of each year, assessment rolls will be available for public inspection for each geographic area assigned to an Assessor.

2.c By the end of the first week of January to March 15 of each year, "Assessments by Address" will be available to the public on the BC Assessment website.

2.d By the end of 2005, BC Assessment will implement a new information system that will include:

- ensuring improved public access to electronic data through the Internet;
- providing a valuation system that enables analysis; and
- providing integration with geographical information systems.

2.e Commencing in 2006, property owners will have access to our systems for updating their property information.

2.f BC Assessment will actively support the Integrated Cadastral Information Society (ICIS), CivicInfo BC, and the Integrated Registry Project (Ministry of Sustainable Resource Management).

PERFORMANCE MEASURES		TARGETS			
		Baseline/Current Year (Benchmark)	2005	2006	2007
PM.7	Each year, 98 percent of residential assessments will be accepted without referral by the public to the Property Assessment Review Panel.	99.2%	98%	98%	98%
PM.8	Each year, 95 percent of non-residential assessments will be accepted without referral by the public to the Property Assessment Review Panel.	94.8%	95%	95%	95%
PM.9	Percentage of property owners surveyed that will be satisfied with the level of customer service.	70%	75%	80%	80%
PM.10	Percentage of residential property owners surveyed who had their home inspected and were satisfied with the process.	58%	60%	65%	70%
PM.11	Percentage of provincial government, local government and First Nations surveyed that will be satisfied with the level of service.	85%	85%	90%	90%

GOAL

3. FISCAL RESPONSIBILITY

BC Assessment will continue to seek new opportunities to improve operational efficiencies while meeting service delivery targets.

OBJECTIVES

3.1 BC Assessment will enhance links and partnerships leading to greater efficiencies.

3.2 The average cost per property for assessment services funded from property tax levies will be maintained.

STRATEGIES

3.a By the end of 2005, study and develop improvement plans for office accommodation and public access needs in office locations.

3.b By the end of 2006, develop greater links and partnerships with local governments and First Nations leading to more efficient and more accurate valuation information.

3.c By the end of 2006, develop greater links and partnerships with provincial government leading to more efficient and more accurate valuation information and public education.

3.d By the end of 2006, develop greater links and partnerships with the private sector leading to more efficient and more accurate valuation information and public education.

3.e BC Assessment will continue to explore cost-effective areas to share or partner support services through specific shared projects.

3.f The performance measurement framework designed to measure operating efficiency results to benchmarks of other selected North American assessment jurisdictions will be monitored.

PERFORMANCE MEASURES		TARGETS			
		Baseline/Current Year (Benchmark)	2005	2006	2007
PM.12	The average cost per property for assessment services funded from property tax levies will be maintained.	$38.00	$38.00	$38.00	$38.00
PM.13	Budget revenue and expenditures forecast will be met.	Achieved	Achieved	Achieved	Achieved
PM.14	By the end of 2007, non-tax revenues for BC Assessment will be increased to $3.9 million annually.	$3.5 million	$3.5 million	$3.7 million	$3.9 million

GOAL

4. HUMAN RESOURCES LEADERSHIP

We will foster a climate that encourages professional development, and continuing corporate success, through employee fulfillment and commitment to our shared vision.

OBJECTIVES

4.1 BC Assessment employees will be well trained in both technical and customer service areas.

4.2 BC Assessment employees will support the vision, mission, and values of the organization.

STRATEGIES

4.a By the end of 2005, the responsibility for assessment of all property types will be shifted to specialized teams.

4.b Ensure all employees are appropriately trained on the new assessment system.

4.c Ensure all employees embrace customer service principles.

4.d Ensure all employees are supported in obtaining professional accreditation.

4.e BC Assessment will engage employees in the review of critical success factors and their impact on the vision, mission, and values.

PERFORMANCE MEASURES		TARGETS			
		Baseline/Current Year (Benchmark)	2005	2006	2007
PM.15	Percentage of employees receiving value*BC* training.	–	100%	100%	100%
PM.16	Percentage of employees receiving customer service training.	–	25%	50%	100%
PM.17	Percentage of appraisal staff with professional accreditation.	72.22%	74%	75%	76%
PM.18	Corporate Continuous Improvement Measurement results improve annually.	427	+5%	+5%	+5%

GOAL

5. LEGISLATION AND REGULATIONS

The *Assessment Authority Act* and the *Assessment Act* and Regulations will be current, relevant, and meet the needs of the citizens of British Columbia and the strategic objectives of government.

OBJECTIVES

5.1 The property assessment complaint and appeal system will be transparent, efficient, and fair.

5.2 Stakeholders will accept the *Assessment Authority Act* and *Assessment Act* and Regulations as providing a fair and equitable property assessment system.

STRATEGIES

5.a BC Assessment will continue to recommend that government change the appeal system to streamline the appeal process while protecting the rights of the taxpayers to appeal their property tax assessments.

5.b Through 2005, BC Assessment will continue to recommend that government rewrite the *Assessment Act* and Regulations to clarify and simplify the *Act's* wording so that it is better understood by all taxpayers.

PERFORMANCE MEASURES		TARGETS			
		Baseline/Current Year (Benchmark)	2005	2006	2007
PM.19	Of the approximately two percent that appeal, percentage of those who appeal their assessment that are satisfied with the process.	52%	54%	57%	60%
PM.20	Percentage of property owners that believe that their assessment is fair compared to their neighbours.	62%	65%	70%	70%

GOAL

6. BOARD GOVERNANCE

Board Governance practices will be consistent with the corporate mandate, legislation, and good governance practices.

OBJECTIVES

6.1 Clear roles and responsibilities for the Minister, Board of Directors, and CEO and Assessment Commissioner are identified.

6.2 The Board will review its governance practices and operations so they are consistent with BC Assessment's legislation and mandate.

STRATEGIES

6.a The Corporation and the Minister of Sustainable Resource Management will develop a framework, consistent with current legislation, to establish clear roles and responsibilities for the Minister, Ministry, CEO, Assessment Commissioner, and Board.

6.b Once that framework is completed and agreed to, the Shareholder's Letter of Expectations will be revised to ensure that the accountabilities of the Board, separate from those of the Assessment Commissioner, are further clarified.

6.c The Board will review its governance practices, committee operations and board education and training programs to ensure they are consistent with the Corporation's mandate, legislation and good governance practices.

PERFORMANCE MEASURES		TARGETS			
		Baseline/Current Year (Benchmark)	2005	2006	2007
PM.21	Regular meetings with the Minister by the Board Chair and Assessment Commissioner.	Quarterly	Quarterly	Quarterly	Quarterly
PM.22	Develop a "Shareholder's Letter of Expectations."	Current Shareholder's Letter	New Shareholder's Letter	Review Shareholder's Letter	Review Shareholder's Letter
PM.23	Develop new Bylaws.	Adopt New Bylaws	Review Bylaws	Review Bylaws	Review Bylaws
PM.24	Develop new Governance Manual.	Current Governance Bylaws	New Governance Manual	Review Governance Manual	Review Governance Manual

ALIGNMENT WITH GOVERNMENT'S STRATEGIC PLAN

BC Assessment used the provincial government's strategic plan as the guiding document to develop this service plan that outlines our goals, objectives, strategies, and performance measures/targets. As with the government, our goals and objectives were developed in the context of fiscal responsibility and maintaining the support for communities that provide services for health and education.

BC Assessment has established six key goals: Product Quality and Uniformity; Customer Service and Community Relations; Fiscal Responsibility; Human Resources Leadership; Legislation and Regulations; and, Board Governance.

Our strategic direction supports the provincial government in achieving its goals as set out in the British Columbia Government Strategic Plan 2004/05–2006/07. Specifically, BC Assessment supports the provincial government's goals in the following ways:

GOAL 1 – A Strong And Vibrant Provincial Economy

The market value property assessment process is very stable and provides the public with accurate assessment information. BC Assessment also provides its property information products and services to local governments, First Nations, banks, credit unions, law offices, and other organizations to use in their daily business dealings. BC Assessment's information is also used to assist in the administration of the Home Owner Grant and the Tax Deferment Programs. BC Assessment also practices fiscal responsibility and is working to improve its financial position by focusing on innovation, being cost-effective, and delivering services efficiently. In partnership with the provincial government, we are recommending changes to streamline the property assessment appeal system as well as other changes to assessment legislation to make it more easily understood.

The corporation's goals of Product Quality and Uniformity, Fiscal

Responsibility, Legislation and Regulations, and Board Governance each contribute to building a strong economic foundation for British Columbia.

GOAL 2 – A Supportive Social Fabric

BC Assessment produces fair, equitable, and uniform property assessments that provide the basis upon which local governments and other authorities raised approximately $4.6 billion last year to support a multitude of public services. Of this money, $2.5 billion is collected for local government and $2.1 billion is collected for schools, hospitals, and provincial government revenue. The corporation also provides assessment services on a contract basis to many First Nations communities in British Columbia.

The corporation's goals to develop skilled staff through Human Resources Leadership and strong Customer Service and Community Relations combine to provide greater social security in communities across the province.

GOAL 3 – Safe, Healthy Communities And A Sustainable Environment

BC Assessment's products and services provide the basis for billions of dollars worth of stable tax funding to support local programs and services to help communities thrive.

By developing the skills, knowledge, and wellness of BC Assessment's 558 employees, and by providing a safe, healthy, and harassment-free workplace, BC Assessment's goal of Human Resources Leadership, and Customer Service and Community Relations promotes safe and healthy communities in BC.

BC Assessment's work culture promotes caring for others, and staff demonstrate this through their participation in various charitable and social causes throughout the province.

BC Assessment is also committed to protecting the environment by using energy and materials wisely to conserve natural resources.

SUMMARY FINANCIAL OUTLOOK

The following table gives the high level 2003 financial revenue and expenditure and forecast for 2004-2007, as well as key forecast assumptions and risks.

Statement of Revenue and Expenditure

(thousands of dollars)	2003 ACTUAL	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST
REVENUE:					
Tax levies	61,849	62,235	64,130	66,042	66,945
Other	3,055	3,382	3,570	3,715	3,935
Interest	468	341	350	300	300
Gain (loss) on disposal of fixed assets	(2)	158	–	–	–
	65,370	66,116	68,050	70,057	71,180
EXPENDITURE:					
Salaries and benefits	42,450	43,659	46,037	45,867	46,785
Office premises	4,495	4,568	4,598	4,474	4,616
Professional and special services	5,304	6,271	8,772	6,312	6,436
Office	3,435	3,790	4,317	4,758	4,696
Travel	2,567	2,194	2,268	2,150	2,214
Appeal costs	1,700	1,632	2,176	2,176	2,176
Interest	79	70	100	102	104
Amortization	2,387	2,304	3,394	3,218	3,153
	62,417	64,488	71,662	69,057	70,180
Excess (deficiency) of revenue over expenditure*	2,953	1,628	(3,612)	1,000	1,000

***Note: The deficiency of revenue over expenditure is due to the non-recurring costs associated with the new assessment system. This planned deficiency is funded from appropriated equity.**

Capital Expenditures

(thousands of dollars)	2003 ACTUAL	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST
	4,749	6,285	5,014	1,991	1,200

Staffing

Number of full time equivalent (FTE) staff	2003 ACTUAL	2004 FORECAST	2005 FORECAST	2006 FORECAST	2007 FORECAST
Regular	558	558	558	558	558
Temporary	62	80	132	93	93
Total FTE	620	638	690	651	651

Forecast Risks and Sensitivities

BC Assessment's main priorities for 2005 are the production of the assessment roll and the implementation of value*BC*, a new assessment system which will allow the corporation to better serve its customers. During 2005 BC Assessment staff throughout the province will receive intensive training on the new system.

During the planning period 2005-2007 there will be continued emphasis on initiatives underway, including: implementation of value*BC*; service delivery; E-commerce and access to information; and the appeal system. To mitigate risks inherent in significant projects, BC Assessment follows a rigorous project management discipline.

BC Assessment hires temporary seasonal staff to assist with property information collection. During 2005, additional staff will be hired to assist in producing the roll while implementing value*BC* .

Key Assumptions

- BC Assessment has a December 31 fiscal year end.
- The corporation borrows funds to finance operations and capital expenses during the first half of each fiscal year and repays debt from the proceeds of taxes at the end of July.
- BC Assessment planned for significant expenditures for technology and system upgrades over a four year period to December 31, 2005. The Board of Directors established that the funding for these costs be provided from accumulated equity from operations. The appropriated amount of $5 million (at December 31, 2003) has been separately classified as a component of equity to reflect this direction by the Board.

- For 2004 and for the first quarter of 2005 (prior to implementation of value*BC*) certain expenditures directly in support of developing the system have been capitalized.
- The deficiency of revenue over expenditure for 2005 results from inclusion of expenditures in support of value*BC* implementation, including extensive staff training. This deficit is fully funded by the appropriated equity from operations noted above.
- Total tax levies forecast for the years 2005-2007 have been adjusted annually to include levies generated by new construction. In addition, levy rates are adjusted annually so that total revenues are adequate to cover operating and capital expenditures. During the planning period these adjustments are below the anticipated British Columbia cost of living increases.
- Salaries and benefits are forecast to support 558 full time employees and seasonal temporary employees hired to assist with property information collection and special projects. In 2005 staffing is forecast to be higher than subsequent years due to the additional effort required to implement value*BC*.
- Professional and special services are forecast to be higher than normal in 2005 due to significant training costs in support of value*BC* implementation, and continuation of service bureau costs for the old (CAPAS) assessment system while transitioning to the new (value*BC*) assessment system.
- BC Assessment is required by legislation to cover the cost of the Property Assessment Review Panel (PARP) and the Property Assessment Appeal Board (PAAB). The ministry responsible for PARP and PAAB has advised that there will be an increase in appeal costs of $544,000 from 2004 to 2005.

- New assessment system software has been purchased and customization is nearing completion. In 2005 amortization of the new system will commence.
- BC Assessment will:
  - continue to exceed the International Association of Assessing Officers' standards for assessment roll quality. These performance measures are *Assessment-to-Sales Ratio, Coefficient of Dispersion, and Price-Related Differential.*
  - continue to exceed our stakeholders' expectations for service; and
  - continue to fund the complaint and appeal process.

APPENDIX A: ASSESSMENT ROLL QUALITY MEASURES

The most important and widely accepted statistical measures of the quality of the assessment roll are the median Assessment-to-Sales Ratio (ASR), the Coefficient of Dispersion (COD), and the Price-Related Differential (PRD). The International Association of Assessing Officers (IAAO) has set standards for each of these statistical measures.[3] These form the basis of the critical performance targets.

The reliability of these measures is founded on the records as provided by the Land Title Office. The results compare the market value transactions as registered in the Land Title Office against the actual value as determined by the appraisers in BC Assessment.

i. Assessment-to-Sales Ratio

The ASR is calculated by dividing the actual value (as determined by BC Assessment) of a property that has sold by its selling price, and expressing the result as a percentage. For example, if BC Assessment assessed a property with a value of $243,000, and it sold for $250,000, the ASR would be 97.2 percent.

The IAAO has set a standard for a median ASR of 90 percent to 110 percent for an acceptable level of assessment achievement. BC Assessment's target of 97 percent exceeds this standard.

ii. Coefficient of Dispersion

The COD measures how closely a group of numbers is clustered around its median, or middle number. The lower the COD, the better quality the product.

[3] Further information on the IAAO can be obtained at the International Association of Assessing Officers website at: http://www.iaao.org

The COD standard set by the IAAO for single family residential properties is under 15 percent for homogeneous regions and under 20 percent for heterogeneous regions. BC Assessment has set targets of under 10 percent and under 15 percent respectively.

iii. Price-Related Differential

The PRD measures the progressivity or regressivity of assessments. Assessments are said to be regressive if high-value properties are under-appraised relative to low-value properties, and progressive if high-value properties are over-appraised relative to low-value properties. Significant progressivity or regressivity results in inequitable distribution of the tax burden. A good quality assessment roll should show no sign of regressivity or progressivity.

The IAAO standard for the PRD is between 0.98 and 1.03. A PRD under 0.98 indicates progressivity; over 1.03 indicates regressivity. BC Assessment has adopted the IAAO standard for the PRD.

APPENDIX B: 2005 COMPLETED ASSESSMENT ROLL RESULTS

Residential Property

The following table summarizes the provincial results for single family residential properties. These properties represent 56.9 percent of the parcels in BC and 54.8 percent of the market derived value on the Assessment Roll.

The median ASRs in all categories are well within acceptable levels, being only slightly below the BC Assessment target of 97 percent. The CODs are extremely good, well under the BC Assessment target of below 10 percent for homogeneous areas and below 15 percent for heterogeneous areas. All the PRDs also fall within the target range of 0.98 to 1.03.

For the province, from April 1, 2004 until September 30, 2004, 96.08 percent of sales value was captured on the Assessment Roll ($16.443 billion actual value / $17.114 billion sales prices).

Roll Quality – 2005 Completed Roll
SINGLE FAMILY RESIDENTIAL PROPERTY

JURISDICTION TYPE	SALES (APR-SEPT)	MEDIAN ASR	COD	PRD
All Jurisdictions	35,671	96.67%	7.19%	1.011
City	20,377	96.74%	6.78%	1.008
District	9,646	96.59%	7.05%	1.015
Town	1,247	96.54%	8.42%	1.017
Village	735	96.14%	9.14%	1.013
Rural	3,666	96.39%	9.11%	1.017

VERTICAL ANALYSIS CATEGORY	SALES (APR-SEPT)	MEDIAN ASR	COD	PRD
Low End Housing (Manual classes: 030 to 060 and 080 to 090)	12,132	96.56%	8.61%	1.013
Mid Range Housing (Manual classes: 140s and 150s)	23,003	96.65%	6.75%	1.009
High End Housing (Manual classes: 070s, and 160s and above)	1,034	96.52%	7.10%	1.015

Non-Residential Property

The following table summarizes the provincial results for sales of multi-family, strata rental, stores, office buildings, and other commerical properties.

The median ASRs and CODs in each category are all within acceptable ranges; for this broad stratification of non-residential properties the 2005 Completed Roll has excellent results.

Roll Quality – 2005 Completed Roll
PROVINCIAL RESULTS – NON-RESIDENTIAL PROPERTY

CATEGORY	SALES (JAN-OCT)	MEDIAN ASR	COD
Multi-Family	492	96.38%	11.39%
Strata Rental	522	98.44%	15.85%
Stores	579	95.37%	9.32%
Office Buildings	127	95.29%	11.50%
Other Commercial	2,117	95.94%	9.49%

APPENDIX C: CLIENT SURVEYS

BC Assessment surveys client groups on a regular basis to gauge how customers perceive the corporation's mandate, products and resulting customer service. BC Assessment has conducted large-scale surveys with Residential Property Owners in 1991, 1993, 1998 and 2004. Each survey measures performance improvement from the previous survey with the objective of improving customer service.

The 2004 Residential Property Owners Client Survey, conducted in June 2004, surveyed individuals across the province representing three client groups: a) those having no contact with BC Assessment within the previous year (other than to receive an assessment notice); b) those who had appealed their assessment within the previous two years; and, c) those who had received a property inspection within the previous two years. The results validated that these clients have a high level of satisfaction with the quality of service they received from BC Assessment. Public perception of BC Assessment was considered strong, and homeowners believed the assessment method to estimate their property's value was fair.

BC Assessment intends to conduct a similar survey on an annual basis in 2005, 2006, and 2007 to use as a performance benchmark measure to improve customer service.

BC Assessment also conducts surveys and focus groups with select business clients in the commercial sector as well as local governments. Local government clients were surveyed in 1999 to measure how well the corporation is serving this key client group.

In 2005, BC Assessment plans to survey three additional key client groups: commercial (e.g., real estate industry, lenders, etc.), First Nations, and local government/municipal clients using a similar methodology as the 2004 Residential Property Owners Client Survey.

APPENDIX D: CONTINUOUS IMPROVEMENT MEASURES (CIM)

Continuous Improvement Measures (CIM) was created internally to facilitate continuous improvement in BC Assessment. The CIM achieves continuous improvement by focusing on workgroups, not individuals. It positively affects behaviours by focusing through results-based measurement. It also provides data to assist BC Assessment in strategic planning and establishes for the corporation's executive, workgroup strengths, and opportunities based on factual information. Corporately we have enjoyed continuous improvement over the first three years of the CIM initiative. The corporate result of 427 (in 2003) is measured by averaging the results from all 29 workgroups. The target for continuous improvement is to increase the score by five percent per year for the next three years.

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Executive Director
Assessment
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Assessment
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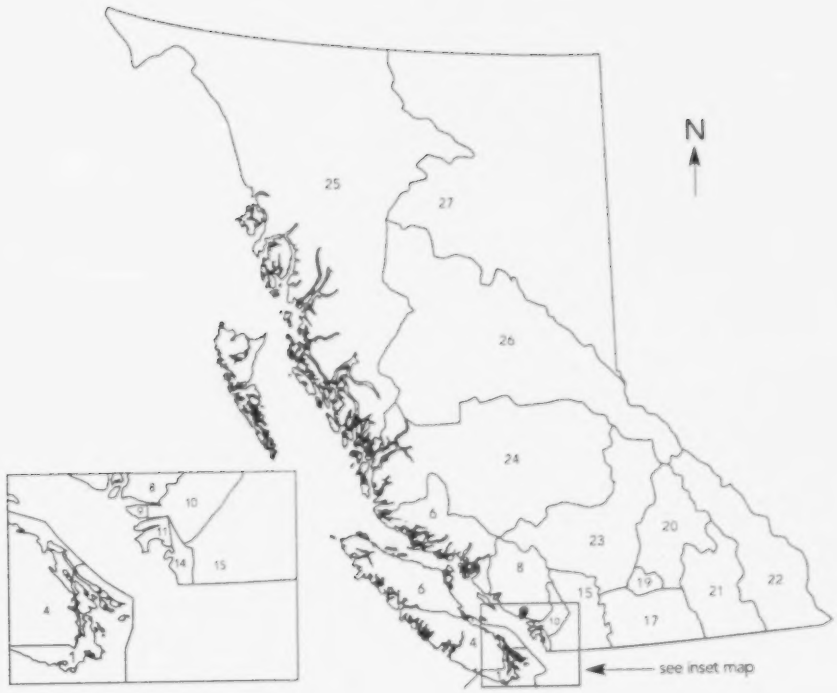
Executive Director
Corporate Services
Bruce Turner

ASSESSMENT OFFICES

REGION	ASSESSMENT AREAS	AREA ASSESSOR	TELEPHONE*
Capital (Greater Victoria)	01 - Capital	Brian Hawkins	250 479-7131
Vancouver Island	04 - Central Vancouver Island	Peter Bretherton	250 753-6621
	06 - Courtenay	Peter Bretherton	250 338-6511
Vancouvers Sea to Sky	08 - North Shore/Squamish	Jason Grant	604 984-9751
	09 - Vancouver	Jason Grant	604 739-8588
North Fraser	10 - North Fraser	Kash Kang	604 294-6441
South Fraser	11 - Richmond/Delta	Mark Katz	604 241-1361
	14 - Surrey/White Rock	Mark Katz	604 584-1321
Fraser Valley	15 - Fraser Valley	John Yannacopoulos	604 850-5900
Okanagan	17 - Penticton	Jim Inverarity	250 492-5740
	19 - Kelowna	Jim Inverarity	250 763-8300
	20 - Vernon	Jim Inverarity	250 545-2171
Kootenays	21 - Nelson/Trail	Jim Norton	250 352-5581
	22 - East Kootenay	Jim Norton	250 426-8901
Thompson/Cariboo	23 - Kamloops	Bruce Tasaka	250 376-6281
	24 - Cariboo	Mark Wooldridge	250 392-2996
The North	25 - Northwest	Val Drebet	250 638-1116
	26 - Prince George	Val Drebet	250 562-7215
	27 - Peace River	Val Drebet	250 782-8515

*Toll free telephone service is available for all locations. Consult www.bcassessment.bc.ca for further information.



REGION	ASSESSMENT AREAS	REGION	ASSESSMENT AREAS
Capital	01 - Capital	Fraser Valley	15 - Fraser Valley
Vancouver Island	04 - Central Vancouver Island 06 - Courtenay	Okanagan	17 - Penticton 19 - Kelowna 20 - Vernon
Vancouvers Sea to Sky	08 - North Shore/Squamish 09 - Vancouver	Kootenays	21 - Nelson/Trail 22 - East Kootenay
North Fraser	10 - North Fraser	Thompson/Cariboo	23 - Kamloops 24 - Cariboo
South Fraser	11 - Richmond/Delta 14 - Surrey/White Rock	The North	25 - Northwest 26 - Prince George 27 - Peace River

National Library of Canada Cataloguing in Publication Data
British Columbia Assessment Authority.
Service plan. -- 2002/2004-

Annual.
Cover title: BC Assessment service plan.
Also available on the Internet.
Continues: British Columbia Assessment Authority. Performance plan. ISSN 1496-872X.
ISSN 1710-1980 = Service plan (British Columbia Assessment Authority)

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I. Title. II. Title: BC Assessment service plan.

HJ4293.B7B74 352.4'4'0971105 C2004-960013-3

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